

Message Text

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FM AMEMBASSY CANBERRA

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INFO AMCONSUL BRISBANE

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SUBJ: EVALUATION OF PILOT CCP

REF: (A) STATE 093022 (NOTAL)

(B) THE HAGUE 2040 (NOTAL)

1. BEGIN SUMMARY. THIS MESSAGE SUMMARIZES STATUS 1974 CCP AND OUR SUGGESTIONS, ARISING FROM 1974 EXPERIENCE, FOR FUTURE CCP PROCEDURE. END SUMMARY.

2. 1974 CCP - ORIGINAL 1974 PROGRAM JOINTLY DRAFTED BY STATE, COMMERCE AND MISSION ON NON-CAMPAIGN APPROACH. IN THIS FORM PROGRAM WAS OMNIBUS CATALOG OF EXPECTED ACTIVITIES COVERING VIRTUALLY ALL PROMOTION, BUSINESS UNCLASSIFIED

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SERVICES AND POLICY-RELATED FUNCTIONS. FIVE EXPERIM-

ENTAL CAMPAIGN TYPE PROJECTS ADOPTED LATER IN YEAR AND AS DE FACTO ADDITION TO OFFICIAL PROGRAM. THESE PROJECTS WERE SLOW TO GET UNDERWAY FOR VARIED REASONS. MEANWHILE 1973 BROUGHT MASSIVE 71 PERCENT INCREASE IN VALUE OF U.S. EXPORTS TO AUSTRALIA. MAJOR CAUSES WERE AUSTRALIAN MONETARY REVALUATION, INFLATIONARY DEMAND BOOM, AND IMPORT LIBERALIZATION. TRADE EFFECTS OF THE PROMOTIONAL EFFORTS OF THE MISSION AND OF THE U.S. TRADE CENTER BOTH WITHIN AND OUTSIDE THE CCP WERE INDISTINGUISHABLE WITHIN THE RESULTS OF THESE MAJOR ECONOMIC FACTORS. IN RETROSPECT, AND ESPECIALLY AS REGARDS THE CAMPAIGNS, 1974 HAS BEEN MORE A PERIOD OF ORGANIZING FOR CCP OPERATION THAN OF CONDUCTING ONE. IN 1975 WE VISUALIZE FOLLOWING THROUGH ON IMPLEMENTATION OF 1974 CAMPAIGNS AND INAUGURATING SEVERAL NEW ONES.

3. OUR 1974 EXPERIENCE YIELDS SEVERAL SUGGESTIONS ON FUTURE CCP EXERCISE. IT IS NOT FEASIBLE IN TELEGRAM TO CANVASS ALL PROS AND CONS OF EACH, BUT WISH TO ADVANCE THEM FOR CONSIDERATION ON MERITS.

4. SCOPE OF CCP - BELIEVE IT DESIRABLE TO DEFINE CCP IN RELATION TO OTHER E/C ACTIVITIES MORE SHARPLY. CCP MAY BE DEFINED BROADLY TO EMBRACE PRACTICALLY ALL ACTIVITIES OF E/C OFFICERS, NARROWLY TO INCLUDE ONLY PRODUCT EXPORT CAMPAIGNS OR ANY POINT IN BETWEEN. REF (B) PARA 8 SUGGESTS BROAD TYPE DEFINITION WHICH, TAKEN LITERALLY, WOULD COVER ALMOST ALL E/C ACTIVITIES. RECOGNIZING THERE IS ROOM FOR DEBATE, WE INCLINE TOWARD NARROW ALTERNATIVE CCP CONCEPT CONSISTING OF THOSE MISSION ACTIVITIES WHICH (1) ARE DESIGNED TO INCREASE U.S. SALES OF GOODS AND SERVICES, AND (2) CAN BE UNDERTAKEN, PROGRAMMED AND EXECUTED AT USG INITIATIVE IN FORM OF CAMPAIGN PACKAGES. THIS MEANS DEMAND-RESPONSIVE BUSINESS SERVICES, COMMERCIAL INTELLIGENCE AND REPORTING, AND POLICY ACTIVITIES OUTSIDE OF PROGRAMMED CAMPAIGNS WOULD BE A SEPARATE CATEGORY WITHIN THE TOTAL COMMERCIAL ACTIVITIES OF THE MISSION. UNDER THIS CONCEPT CCP WOULD BE A HOMOGENOUS PACKAGE OF PRE-PLANNED SCHEDULED ACTIVITIES AT THE INITIATIVE OF USG AND WOULD LEND ITSELF TO PROGRAMMING AND

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EVALUATION AND REPORTING IN WAYS WHICH DEMAND-RESPONSIVE SERVICES AND POLICY ACTIVITIES DO NOT. IT WOULD BE PERFECTLY POSSIBLE ALTERNATIVELY TO INCLUDE ALL THESE LATTER ACTIVITIES IN THE CCP, BUT WE SEE NO OPERATIONAL ADVANTAGE IN DOING SO. IN MOST OF THESE CASES LITTLE MORE CAN BE DONE IN THE CCP DOCUMENT THAN TO CATALOG AND DESCRIBE SUCH FUNCTIONS AS IMPORTANT BUT UNSCHEDULED ACTIVITIES. THIS RESULTS IN AN OMNIBUS CCP DOCUMENT OF

WHICH LARGE SECTIONS ARE USEFUL FOR DESCRIPTIVE BUT NOT FOR PROGRAMMING OR OPERATIONAL PURPOSES. THIS WAS OF COURSE THE BASIC PROBLEM OF THE 1974 AUSTRALIA CCP.

5. PARITY BETWEEN CCP CAMPAIGN AND OTHER COMMERCIAL ACTIVITIES - IF THE NARROW CONCEPT IS ADOPTED, HOWEVER, IT IS IMPORTANT TO ESTABLISH THAT OMISSION OF NON-PROGRAMMED PRIMARILY SERVICE ACTIVITIES FROM CCP DOES NOT IMPLY SUBORDINATION OF THESE SERVICES WITHIN TOTAL COMMERCIAL ACTIVITIES. WE HAVE ALREADY ENCOUNTERED LATENT RESISTANCE TO CAMPAIGNS ON INCORRECT PREMISE THAT CAMPAIGNS DESIGNED TO PREEMPT COMMERCIAL TIME AND FREEZE OUT OR OVERRIDE TRADITIONAL SERVICE ACTIVITIES. WE MUST BE ABLE TO GIVE ASSURANCES THAT WHILE THESE SERVICES PRESENT DIFFERENT PLANNING, MANAGEMENT AND SUPERVISORY PROBLEMS THAT CAMPAIGN-ORIENTED CCP THEY ARE NOT TO BE SACRIFICED IN FAVOR OF CCP.

6. CAMPAIGN DIRECTOR TECHNIQUE - WHILE SIZE AND ECONOMIC STRUCTURE OF AUSTRALIA PRESENT SPECIAL PROBLEMS, PARA 4 ABOVE NECESSARILY IMPLIES OUR VIEW THAT ADOPTION OF CAMPAIGN TECHNIQUE WITH ASSIGNMENT OF SELECTED EMBASSY AND CONSULATE COMMERCIAL OFFICERS AS NATIONWIDE CAMPAIGN SUPERVISORS USEFUL. OUR SPECIAL PROBLEMS ARE (1) GIVEN GEOGRAPHIC DECENTRALIZATION OF E/C PERSONNEL IN AUSTRALIA SEVERAL CAMPAIGN MANAGERS MUST BE DRAWN FROM CONSTITUTENT POSTS. THIS MEANS SEVERAL CONSULATE E/C OFFICERS MUST BE PREPARED TO DIVIDE TIME BETWEEN LOCAL DISTRICT E/C RESPONSIBILITY AND NATIONWIDE FUNCTION AS CAMPAIGN DIRECTOR. THE DIFFICULTIES WHICH THIS CREATES FOR CONSULATE E/C AND PRINCIPAL OFFICERS IN FORM OF UNACCUSTOMED ORGANIZATIONAL RELATIONSHIPS ARE DISCUSSED IN TAB E OF DEPUTY ASSISTANT SECRETARY SEARBY'S AUSTRALIA BRIEFING BOOK. (2) BY THE UNCLASSIFIED

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SAME TOKEN, GIVEN AUSTRALIA'S CONTINENTAL SCALE, CAMPAIGN DIRECHRRS MUST HAVE SUBSTANTIAL TRAVEL BUDGETS IF THEY ARE EXPECTED REALLY TO RUN NATIONAL PROJECT RATHER THAN BEING DESKBOUND IN A SINGLE REGIONAL MARKET, KIBITZING BY LETTER AND TELEPHONE ON CAMPAIGN ACTIVITY IN OTHER DISTRICTS. (3) THE SIZE OF THE COUNTRY ALSO REQUIRES A MORE EXPENSIVE PROGRAM OF PERIODIC GATHERINGS OF CAMPAIGN MANAGERS AND EMBASSY FOR EVALUATION AND COORDINATION.

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